

<b>Role Title</b>	<b>Assistant Director – SEND and Commissioning</b>
<b>Job Family</b>	<b>Leadership</b>
<b>Pay Scale</b>	<b>AD</b>
<b>Purpose</b>	
<p>To lead, develop, organise and control the Statutory SEND service area and Children’s Commissioning Service ensuring the delivery of these services meet all Council, professional and legislative requirements. The role is responsible for forging and maintaining strong and resilient relationships with Childrens Social Care, schools, education settings, colleges and voluntary sector partners to build capacity for the well-being of children and young adults in the Borough, specifically those with SEND or who require support via commissioned services including children in the care of the Local Authority. The Assistant Director will work in partnership with a range of internal and external partners, especially health and social care, to achieve the best outcomes for Waltham Forest residents.</p>	
<b>Generic Accountabilities</b>	<b>End Results/ Outcomes</b>
<p>Plan and ensure service delivery within a complex / diverse service area. Control operational activities within the service area and ensure professional standards are delivered.</p>	<p>The service is delivered to the standards required in terms of quality, professional, legislative and Council standards.</p> <p>Integrated service development and delivery is informed by client, partner and stakeholder views, latest thinking, good practice and legislative requirements.</p> <p>Corporate strategies are effectively implemented within the area of responsibility.</p> <p>External inspections are managed effectively.</p> <p>The service delivers excellent customer service.</p> <p>Strategic change is delivered in a timely way through strong consultation and effective delivery processes.</p>
<p>Manage key relationships with delivery partners /providers /suppliers to commission / manage / evaluate / enhance appropriate service delivery / capacity within area of responsibility.</p>	<p>Customer outcomes are clearly understood and specified.</p> <p>Services / goods are delivered on time, to budget and standards agreed.</p> <p>Opportunities to improve delivery / capacity of provision are proactively identified and actioned.</p> <p>Suppliers and supply chains are resilient and adaptable to meet changing needs.</p> <p>Expected operational efficiencies are realised.</p>
<p>Develop service plans to meet strategic business goals. Ensure compliance with</p>	<p>Service plan and targets for the area of responsibility</p>

<p>all internal and external standards.</p>	<p>are developed from the Council's overall strategic directives and agreed and communicated within the required timeframe.</p> <p>Strategic and operational input is provided to wider business planning and development, including liaison/links with health services.</p> <p>Progress against objectives is effectively monitored and</p>
	<p>delivered.</p> <p>Data, information and statistical reports are produced to illustrate plans including transformational plans and progress.</p>
<p>Assure professional standards of case management and the effective management of risk within the service area.</p>	<p>Provision of agreed intervention is effectively delivered / co-ordinated / monitored to support clients to achieve their identified outcomes.</p> <p>Complex and high risk cases are managed in line with quality, national and legislative standards.</p> <p>Implementation of statutory duties where required.</p> <p>Risk to the health, safety and wellbeing of clients and the public is effectively reduced. Vulnerable individuals are protected.</p>
<p>Lead the development and oversee the implementation of policy, systems, contracts, processes, performance criteria, standards, governance frameworks, and procedures within area of responsibility.</p>	<p>Policies, procedures and controls ensure that the area of responsibility is compliant with all relevant legislation, codes, regulations, guidelines, standards and best practice.</p> <p>Promote and maintain professional code of practice.</p> <p>Ensure integrated working with multi-disciplinary teams (including Health).</p>
<p>Manage responses to complex professional or politically sensitive issues within the area of responsibility.</p>	<p>Expert opinion, advice, support and interpretation is provided on all aspects of the area of responsibility, including major decisions about the lives of clients.</p> <p>Major issues are managed through to a satisfactory conclusion.</p> <p>Feedback and complaints procedures are developed and managed. Complaints are effectively resolved.</p>
<p>Advise Directors, Members and others on issues relevant to the service area.</p> <p>Provide professional challenge and advice to colleagues, managers and partner organisations.</p>	<p>Expert professional advice, interpretation, information, support and challenge are provided to Waltham Forest and external parties on the full range of operational, legislative and strategic issues within the field of expertise.</p> <p>Responses to major corporate or partner initiatives / complex strategic or operational issues are managed effectively.</p> <p>Keeps service up to date with relevant information new developments, practices, research findings and trends.</p> <p>Lead and manage consultation and engagement activities with staff, service users, councillors, Management Board, trade unions, partners and stakeholders in accordance with Council policy.</p>

<p>Ensure the necessary standards relating to safeguarding best practices/protocols are effectively communicated, monitored and maintained.</p>	<p>Safeguarding standards are monitored and maintained in compliance with Council policy.</p> <p>Appropriate safeguarding training is provided.</p> <p>Appropriate responses provided on safeguarding queries from the Press and the Independent Safeguarding Chair.</p>
<p>Implement and embed performance and quality standards to drive continuous improvement in all aspects of the service and across all internal and external measures and inspection regimes.</p>	<p>Improvements are developed and delivered effectively.</p> <p>Stakeholder requirements are met.</p> <p>Accountable for performance and quality within the service area.</p> <p>Use innovation, analysis and relevant data to ensure SEND staff continuously develop their practice and approaches to secure enhanced organisational performance</p>
<p>Lead, motivate and develop staff to create and maintain a highly competent and participative workforce.</p>	<p>Instrumental in ensuring a workforce development strategy is designed and delivered, including induction of new staff.</p> <p>The team is highly competent, effective, motivated and outcomes focussed.</p> <p>Recruitment, induction, development, performance reviews, employee relations and all HR processes and planning is completed to the required standards and timescales.</p> <p>Effective team meetings take place to required timescales.</p>
<p>Identify, secure, deploy and manage the resources necessary for the professional service area to meet/exceed its objectives.</p>	<p>Resources including, equipment, people, and systems are utilised optimally and efficiently.</p> <p>Annual budget is planned, developed and delivered.</p> <p>Value for money is maximised.</p> <p>Financial expenditure and financial integrity are controlled to assure regulatory and Council policy compliance.</p> <p>Use the agreed business processes in relation to record keeping financial monitoring and ICT.</p>
<p>Implement a risk management programme and advise on issues affecting Council service areas.</p>	<p>Business threatening situations are recognised, planned for and managed or escalated as appropriate.</p> <p>Systems and governance are in place to and respond promptly to critical events.</p> <p>Continuous service is provided.</p>
<p>Prepare and present a full range of reports (both standard and non-standard) covering the area of responsibility.</p>	<p>Reports are prepared, distributed / presented to the appropriate committee/ to the required standards and timescales.</p> <p>Evidence based recommendations are made.</p>

<p>Ensure the successful implementation of health and safety legislation, policies and practices.</p>	<p>Risks to staff and others are assessed and managed. Suitable health and safety instruction and training are provided. There is a safe working environment.</p>
<p>Act in accordance with all policies and procedures which apply to the job and understand the reasons for this.</p>	<p>All policies and procedures are complied with.</p>

Role Specific Accountabilities	End Results/ Outcomes
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<p>Effectively implement national legislation, policies and guidance and Council policies and discharge the Council's statutory responsibilities</p>	<p>Secure the Council's compliance with key legislation and robust delivery of statutory functions in respect of:</p> <ul style="list-style-type: none"> <li>The Children and Families Act 2014.</li> <li>The SEND reforms</li> <li>The Care Act</li> <li>The Mental Health Capacity Act</li> </ul> <p>Secure a 0-25 age person centred pathway process to support those children and young people with the most complex SEND and Disabilities, working with adult social care and health professionals to ensure effective arrangements are in place for young people with high needs transitioning to appropriate services.</p> <p>Ensure that services commissioned, by the Council for Children and young people deliver high quality outcomes for children and young people are underpinned by effective contractual arrangements and deliver excellent value for money.</p> <p>Have oversight of Statutory assessments including the quality and timeliness of EHCPs. Reviewing and monitoring pupil outcomes to ensure alignment with the Council's statutory responsibilities and strategic direction</p> <p>Ensure the rigour, integrity and quality of the decisions taken within the statutory process are robust and that coproduction with parents is evident.</p> <p>All services responsible for supporting children and young people outside of a statutory plan have been pulled together to form the Local Authority's Local Offer, which will be published and kept up to date</p> <p>Mechanisms are in place to ensure that the Local Offer and other service offer(s) involve parents, children and young people in co-production; including them in the design, development and review of services which are provided for them.</p>
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<p>Provide strategic leadership for the Council's work in relation to Commissioned Services for Children with a strong focus on co-production with children and their families.</p>	<p>Ensure proactive engagement with pupil referral units and alternative education providers, with special schools and schools with resourced provision in order to maintain a strong strategic partnership to improve the outcomes for children and young people with additional needs.</p> <p>Provide leadership, direction and coordination to projects designed to change and improve the organisation and structure of specialist children's services provision including Short Breaks, Transport, Social Care Placements and any other commissioned service for children and young people.</p> <p>Develop and keep under review the Council's strategies for SEND and Children's Social Care Commissioning, in collaboration with stakeholders</p>
<p>Forge partnerships and work alongside Divisional Directors / senior staff in the delivery of services within the Think Family approach that secure outcomes,</p>	<p>Re-engineer key services in line with new roles for local authorities including development of traded services.</p> <p>Think Family collective approach is embedded across</p>
<p>building self-reliance within communities.</p>	<p>the service with a strong emphasis on appropriate alignment with acute, early help and universal service provision.</p>
<p>Ensure effective links with the wider development of employment and training opportunities and with the development of approaches to support independent living for adults with learning disabilities</p>	<p>Strong and resilient relationships forged with commissioned providers, schools, education settings, colleges, voluntary sector partners building capacity for the education and wellbeing of children and young adults.</p> <p>Securing of provision of education and care placements for the highest levels of SEN.</p> <p>Young people are supported to prepare for adulthood with good transitions to Adult Social Care and relevant health and education services</p>
<p>Manage and commission provision of support to schools, parents, early years settings and post 16 providers, through contracting arrangements with specialist providers</p>	<p>Effective governance process is in place for all commissioned or jointly commissioned services which assures legal and contractual compliance and ensures the agreed outcomes are delivered.</p>
<p>Oversee joint commissioned arrangements with external partners to provide therapy and other specialist services for children and young people</p>	<p>Education, health and social care targets are implemented in EHC and Care plans</p>

<p>Commission the provision of transport for children and young people with SEND, as required, according to the agreed policy and manage the contract/service level agreement with the transport provider</p>	<p>Ensure contract compliance and effective customer satisfaction</p> <p>Travel assistance policy is implemented within budget</p>
<p>Contribute to the long term strategic plans of the directorate by collaborating with senior management and heads of service, managers in their team to help set the strategic direction SEND is going to take</p>	<p>Contribute to discussions with schools and service providers as, and when, appropriate.</p> <p>Formulate and construct strategic documents that support the development of policy and practice within the area of SEND.</p> <p>Be the main conduit of strategic discussions with SEND professionals within schools and settings to ensure that policy development is in line with best practice.</p>
<p>Promote service innovation</p>	<p>Promote best practice, bench-marking. Seek new ideas to create innovation within service delivery.</p> <p>Analyse and research school practice to disseminate to the wider school community.</p> <p>Work with Parents/Carers to develop innovative approaches to supporting young people.</p>

**Nature of Contacts**

Senior managers, directors, members, external bodies and partners, to build effective relationships, represent the service, and to provide expert advice and guidance on sensitive and complex issues. Attend court / tribunals as an expert witness. Chair meetings of internal / external partners and other agencies to manage complex cases.

Diverse internal and external contacts / partners to generate and co-ordinate original ideas and policy / practice developments, share best practice and ensure the integration of related projects / programmes. Consult with stakeholders to identify requirements.

Co-ordinate responses from other agencies on operational issues and to deliver service in partnership.

Interaction with others and the ability to influence and motivate are fundamental to the role. Sensitivity, persuasiveness, negotiation and assertiveness skills are required to communicate with diverse audiences.

A member of Senior Management Team.

Deputises for the Corporate Director of Education as required.

**Procedural Context**

Controls the deployment and allocation of service resources within overall corporate and legislative framework. Accountable for the performance of the service area against agreed objectives. Develops service plan for area of responsibility and contribute to long term wider service planning. Professionally accountable for interventions within area of responsibility.

Exercises professional judgement in assessing risk to clients or others and quality assurance of service. Manage complex / high risk issues within a framework of policy and procedures. Creative and innovative problem solving of complex issues, often in situations where there is ambiguity and a significant degree of judgement is required in relation to risks outside the remit of existing policy. Think and act strategically in decision making in a complex professional and political environment. .

Development of policies and procedures and strategy for own area. Lead in partnership development, working with a range of agencies and extended services to meet strategic, legislative and Government policy requirements.

**Reports to: Corporate Director of Education**

**Key Facts and Figures**

Enhanced DBS Clearance required.

**Resourcing**

Budget Responsibilities: £1.2 million + commissioned services  
 Supervisory Responsibilities: 22 fte approx.

**Competency Level: Chief Officer**

**Knowledge, Skills and Experience**

- Significant experience of managing complex organisational structures within a local government context at a senior leadership level in work that includes some or Children's Commissioning; Children with Disabilities, learning difficulty and disability, Transitions to Adults, vulnerable learners, Transport, Short Breaks.

- ✓ Successful track record of developing and delivering integrated services which are effective at meeting customer needs and are cost efficient, and which feature conflicting stakeholder demands and vested interests.
- ✓ Experience of financial management, including a track record of achieving sustainable budget reductions and maintaining service quality.
- ✓ Strong understanding of the legislative and statutory frameworks affecting service delivery within this area, including knowledge of commissioning processes and how schools, colleges and settings are funded for SEN, Children and Families Acts 1989, 2004, 2014, the Care Act 2015 and the Mental Health Capacity Act.
- ✓ Ability to build effective specialist and generic teams and integrated relationships.
- ✓ Experience of working in partnership with social care and health partners to ensure integrated planning of provision and services
- ✓ Experience of successful service re-design and improvement.
- ✓ Successful and proficient problem-solving skills, with the ability to think and flourish in uncertainty and ambiguity
- ✓ Extensive experience of managing people and performance and leading and managing complex change programmes.
- ✓ Well developed and effective communication and presentation skills, adaptable to different situations.
- ✓ High level and high impact leadership skills.
- ✓ An ability to foster and sustain confidence in staff and a wide range of stakeholders including statutory and non-statutory organisations in periods of organisational change.
- ✓ Strong project management skills and experience.
- ✓ Experience in effective development and management of partnerships.
- ✓ Experience of managing commissioning activity and relationships.

#### **Indicative Qualifications**

Educated to degree level or equivalent by experience with a relevant professional qualification (e.g. education psychology; teaching; social work; youth work).

Post graduate qualification/Relevant professional qualification

*The above profile is intended to describe the general nature and level of work performed by employees in this role. It is not intended to be a detailed list of all duties and responsibilities which may be required. This role profile will be supplemented and further defined by annual objectives, which will be developed in conjunction with the post holder. It will be subject to regular review and the Council reserves the right to amend or add to the accountabilities listed.*